

14 March 1985

MEMORANDUM FOR THE RECORD

FROM: [REDACTED]

25X1

Chief, Intelligence Training

SUBJECT: Meeting with [REDACTED] on the Midcareer Course

25X1

1. [REDACTED] and I met with several DO officers including [REDACTED] Chief/Career Management Staff, DO and [REDACTED] Special Assistant to the DDO, today to discuss the DO's concerns about the Midcareer Course (MCC). [REDACTED] strongly supports sending qualified DO professionals to the MCC. He believes that it is important that professional DO officers be exposed to the major issues and problems facing the Agency today.

25X1

25X1

25X1

25X1

2. The DO, however, has three problems with the current MCC. The first problem is the timing of each running. The DO, because of the schedule of overseas assignments, cannot send case officers to runnings of the MCC that occur between February and June. This year we scheduled two MCCs within this timeframe and one close to it. We agreed that the Office of Training and Education needs to examine its scheduling of the MCC. We should make adjustments in the timing of the course in order to facilitate the DO sending case officers.

3. The second problem pertains to the length of the course. [REDACTED] indicated that a two-week course is not actually what the DO wants. He strongly believes, however, that the course could be more sharply focused and reduced in length. The DO could easily live with a four-week MCC.

25X1

4. The third problem relates to the content of the course. [REDACTED] understands that we are in the process of making the course more interactive and moving from a pure organizational course to one which focuses on major themes and trends currently affecting the Agency. We all shared the perception that speakers talking to the course participants about the organizational structure is not what is needed. He

25X1

25X1

CONFIDENTIAL

25X1

SUBJECT: Meeting with [] on the Midcareer Course

understands the difficulty of removing speakers as well as requiring them to focus on broad issues.

5. I advised [] that we intend to generate an options paper proposing at least two or three different kinds of MCCs. One option would take into account his concerns. I also indicated that we are caretakers of the MCC and that we would necessarily have to present the options to each of the directorates. [] believes that a four-week, sharply-focused MCC would appeal to other Agency components. We did agree that we would talk with him about the draft option paper prior to submission. We will also coordinate with the other directorates.

25X1

25X1

6. We had a brief discussion about the Advanced Intelligence Seminar (AIS). The DO has selected only a total of two officers to attend this course in the past three runnings. I explained that the AIS is also under review. Our intention is to turn this course into a thought-provoking forum where we challenge the conventional wisdom of Agency officers. The course will be organized into essentially three segments: International Affairs, Domestic Affairs, and the Agency Response. We will use prominent guest speakers who hold a different perspective on both international and domestic issues. Particular emphasis will be given to outsiders who are thoughtful but who are also vocal and articulate critics of current U.S. foreign policy and the role of intelligence. On domestic affairs, the course will examine alternative views about national priorities using such prominent speakers as Stewart Eisenstat (former Domestic Advisor to President Carter) or Charles Schultz (former Chairman of Council of Economic Advisors). We also will directly represent the other point of view about where resources ought to be located, such as poverty and welfare. The Congressional view from the Democratic vantage point would also receive attention. These speakers would be followed by those Agency officials who are responsible for developing Agency policy. We want to provide students with an understanding of how the Agency conceives its current and future role in response to the outside perspective. We would expect students to challenge these officers about their perception of the issues facing the Agency.

7. These changes in the AIS are all premised on the assumption that Agency officers do not have time to think about their role in a broader context, nor do they have the opportunity to have their beliefs and values challenged. Too often the pressure of work forces the Agency to necessarily ignore the early forces at work in our society which will eventually bring

~~CONFIDENTIAL~~

25X1

SUBJECT: Meeting with [] on the Midcareer Course

change to the CIA. In the past, the Agency has gotten into trouble because its officers have failed to perceive these changes and have continued to act on outdated and outmoded beliefs. [] agreed in principle that the AIS ought to serve as a vehicle for challenging our officers and engaging them in a stimulating dialogue with those who will surely be the forces that will affect this Agency in the future. The DO would be willing to send key DO officers to a revised AIS. He did express some concern about the length of the AIS. It is my belief that we should be able to accomplish the planned AIS objectives in two and one-half to three weeks.

25X1

8. I advised [] that we were short one GS-13 in the Professional Development Branch, which is responsible for the AIS and MCC. I invited him to offer us a candidate. If the right candidate is found, it would be a prime opportunity for the DO to impact directly on the course content of both the MCC and AIS. He thought the DO might have a candidate.

25X1

[]

25X1

~~CONFIDENTIAL~~